Project Closeout Report

Instructions

Version 1.5 ● 31 DEC 2012

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R E V I E W   G A T E

Project Closeout Report Version History

Current Framework tools are available on the Framework Web site.

Release Date	Description
31-Dec-2012	Version 1.5 released. Revised Instructions and Template to reflect changes recommended by the Framework Change Advisory Board (CAB) and approved by DIR (Change request 68).
30-May-2008	Version 1.4 released. Revised Instructions to reflect changes recommended by the Framework Change Advisory Board (CAB) and approved by DIR (Change request 38) and an emergency change approved by DIR (Change request 40).
28-Sep-2007	Version 1.3 released. Revised Instructions to reflect an emergency change approved by DIR (Change request 39).
1-Sep-2007	Version 1.2 released. Revised Instructions to reflect changes recommended by the Framework Change Advisory Board (CAB) and approved by DIR (Change requests 34 and 37).
13-Oct-2006	Version 1.1 released. In Instructions, modified Overview to clarify closure of procurement-related activities. No changes made to Template.
30-Jun-2006	Version 1.0 Instructions and Template Released.

Contents

Introduction

Many information resources projects are implemented within state government with limited focus on formal and structured approaches for project closeout. Business and technology stakeholders sometimes underestimate the impact and usefulness of historical data to the organization responsible for delivering the project, and to statewide entities such as the Quality Assurance Team (QAT). In many cases, project artifacts critical to the next stages of business improvements are not consistently archived in a manner that promotes reuse.

The Texas Project Delivery Framework (Framework) includes a Project Closeout Report to provide a consistent method for formal closure of projects. As part of concluding project implementation, final acceptance of the product and/or service is addressed during project closeout. Stakeholder representatives are given an opportunity to address whether the stated business goals and objectives were met before project closeout.

The project must formally end by clearly delineating closure before post-implementation activities can begin. Establishing plans for post-project evaluation, such as completing a post-implementation review and report, is the last element of the Project Closeout Report.

Different aspects (e.g., administrative, financial, and logistical) of project delivery are part of the formal project closeout process. Specific project results (e.g., planned versus actual project scope, planned versus actual project milestones) are captured. Through stakeholder collaboration, project results are reviewed and agreement is reached that the project is ready for closure. Project closure provides authorization to release project resources such as staff and equipment. Project closeout includes:

- acknowledgement of final product and/or service acceptance, including reaffirmation of maintenance and support plans that address what happens once the project team disbands

- archival or project artifacts, including verification of data for project quality, product and/or service performance, scope, cost (budget), and schedule

- redistribution of resources

- identification of project lessons learned

- establishing plans for post-implementation activities

Use of the Project Closeout Report

Overview

The Project Closeout Report is a key deliverable of the Framework's Project Implementation review gate. Review the Acceptance to Deploy Instructions and the Benefits Realization review gate for information about the Project Closeout Report in relation to Acceptance to Deploy and project benefits review. Use of the Project Closeout Report, which addresses final product and/or service acceptance, assumes stakeholder representatives previously agreed the product and/or service was ready to become operational as indicated by a signed Acceptance to Deploy.

Project planning and management are iterative processes. Use of the Project Closeout Report assumes that project information (e.g., business goals and objectives, qualitative and quantitative project justification data, performance measurement results, quality assurance results) has been analyzed and reviewed throughout the project life cycle. Stakeholder representatives should use this information during project closeout. Refer to the Framework Core Principles regarding evolution of project delivery information over the life of the project.

The Project Closeout Report should be developed through collaboration with the program area staff, customer, technology staff, and all other stakeholders responsible for project success. As a collaborative effort, different individuals fulfilling different functions on the project will have diverse outlooks on project delivery results. Thus, a critical aspect of the Project Closeout Report is joint agreement on the types, extent, and accuracy of closeout data.

Focus on project closeout involving final acceptance of the product and/or service after an agreed-upon operational status period following deployment. Questions such as "Are project resources ready to be relinquished?" and "Have warranty periods been addressed?" must be answered. Note that project closeout activities can occur at any point the project is concluded, regardless of the reason. Projects can be brought to closure for a variety of reasons, including project completion, phase completion, early termination, or failure to perform.

Information used for the Project Closeout Report may be maintained in a separate location and used as input to the Benefits Realization review gate. In addition, deliverables developed in the Benefits Realization review gate will need to be addressed in relation to full project closeout (i.e., a Benefits Realization review gate deliverable also becomes a project artifact).

Use of the Project Closeout Report assumes the agency uses an issues management process. Open issues documented as part of project closeout are managed, tracked, and closed based on the issues management process.

For projects that require the procurement of goods and/or services to achieve the project business goals and objectives, use the Project Plan, in conjunction with the Acquisition Plan, to close procurement-related activities (e.g., contract administration, vendor relationship management, vendor performance management). For projects involving procurement, refer to the

Solicitation and Contracting review gate to ensure actual closeout activities align with planned contract closeout activities.

Note that contract closeout activities may occur before, during, or after a project is formally closed. Contracts can be brought to closure for a variety of reasons, including contract completion, early termination, or failure to perform.

Applicability

A Project Closeout Report must be used for any project classified as a major information resources project, and for certain major contracts. Refer to the Comptroller of Public Accounts (CPA) Contract Management Guide for guidance on which major contracts are required to use the Framework.

Governance and Scope

The Project Manager should collaborate closely with the Executive Sponsor and Technology Sponsor to develop and ensure completion of the Project Closeout Report. The Executive Sponsor must identify a Technology Sponsor. The Technology Sponsor is typically the Information Resources Manager (IRM), or the IRM may choose to designate another technology expert within the agency. The Executive Sponsor and Technology Sponsor must accept responsibility for formal closure of the project and any impacts to business operations.

Use the Project Closeout Report in conjunction with agency-level governance structures and practices for project closure. For example, the agency may choose to identify other internal practices that are required in conjunction with the Project Closeout Report such as elevation procedures in case stakeholder representatives choose not to accept the product and/or service as part of project closeout. As another example, the agency may choose to use Project Closeout at the end of project phases in addition to at the end of projects.

Section 1. General Information

Complete the general background information for the project. Specify the contact and Project Manager information. The contact individual and Project Manager may be the same person.

Section 2. Final Product and/or Service Acceptance Checklist

The Final Product and/or Service Acceptance Checklist prompts the project team and stakeholder representatives to formally address and agree on closeout readiness. "You" refers to all stakeholder representatives.

As part of project delivery, stakeholder representatives must formally accept that the product and/or service, based on operational results to date, have sufficiently met the stated business goals and objectives. Maintenance and support plans, including any limitations or constraints imposed as a result of on going operations of the product and/or service, are reaffirmed.

The project closeout process helps ensure agreement that all resource, contractual, budget, performance, and other types of issues are resolved or acceptably addressed before the project team is disbanded. Closeout represents authorization to release project resources such as staff and equipment.

For each "no" response, include an issue in Open Issues section. Address "no" responses as part of an issues management process. Open issues documented as part of the closeout process are managed, tracked, and closed based on issues management.

Section 3. Project Artifacts Checklist

The Project Artifacts Checklist prompts the project team to agree whether archival of project documentation and other items have been formally addressed. Responding to these questions helps ensure successful and comprehensive closeout of the project. As part of project delivery, these artifacts should be easily referenced for future projects or for issues that may arise during on going operations of the product and/or service.

The Project Plan describes the closeout plans for the project. The Configuration Items Register or equivalent tool identifies all project configuration items. Project configuration items include product configuration items such as hardware and software, as well as project management information such as plans, budget information, user documentation, and operations documentation. Refer to the Project Plan for additional information about project closeout and configuration management.

If the project involves procurement, the Acquisition Plan describes the change, deliverables, and invoice management plans for the contract in relation to the project. In addition, closeout plans for the contract are described in the Acquisition Plan.

Unless otherwise indicated, all project items (as identified in the Configuration Items Register or equivalent tool) are considered and must be addressed as part of project closeout. The location of items not maintained under configuration management (i.e., that are not identified in the Configuration Items Register or equivalent tool) must be identified. For example, the contract, contract amendments and change orders, and invoices are typically maintained in a separate, controlled location.

During project closeout, a final evaluation and closeout of how well the project performed in terms of project quality, product and/or service performance, scope, cost, schedule, and other aspects of project delivery are addressed. All of these aspects of project delivery form the basis for project delivery data such as cost data and quality data. Verify that project delivery data used during

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management of the project is attached to the Project Closeout deliverable, identified with its storage location in the Configuration Items Register or equivalent tool, or identified in this section as an item not maintained under configuration control.

For each "no" response, include an issue in Open Issues section. Address "no" responses as part of an issues management process.

Section 4. Resources

Resource closure is the process of reassigning and reallocating different types of resources used for the project such as project staff and equipment. Include resources specified in the Project Plan and used by the project. Identify plans for the resource (e.g., transfer, reassignment, contract termination) and the date (mm/dd/yy) the plan will become effective (e.g., turnover date, release date). Account for all project resources used by the project.

Similar to the Project Plan, resources may be grouped and identified by type. For example, the resource may be identified as trainers or software developers.

Section 5. Project Lessons Learned

Identify lessons learned specifically for the project. The recommendations should be used for future projects of similar size and scope. State the lessons learned in terms of a problem (issue) and recommended improvements to correct a similar problem in the future. Briefly describe the problem by identifying the nature, source, and impact of the issue, including any project deliverables references (e.g., Project Plan, Issues Log) that provide additional details.

The lessons learned should be comprehensive in terms of scope. For example, process improvements for benefit and performance measurement reporting, as well as recommended changes for managing project quality, should be included. All aspects of project delivery, from project proposal to project evaluation following closure, should be addressed. Other examples include contract management, data conversion, training, and technology migration.

Section 6. Post-Implementation Plans

Clearly establishing plans for post-implementation review and reporting is essential before the project is considered closed. Refer to the Post-Implementation Review of Business Outcomes (a Framework deliverable in the Benefits Realization review gate) for additional information about post-implementation activities.

Identify the dates (mm/dd/yy) and individual(s) responsible for initiating and ensuring successful completion of the actual post-implementation review. Review of business outcomes after post-implementation is an iterative process. The product and/or service must be operational long

enough to effectively evaluate the business operations impact. Therefore, identify the planned frequency of post-implementation reviews.

Also, identify dates, individual(s) and frequency for initiating and ensuring approval of the post-implementation review results.

Section 7. Open Issues

Summarize any open issues and plans for resolution within the context of project closeout. These open issues are considered general to the entire project. Open issues may include conditions stipulated for closeout. This closeout scenario means the project can be closed even though open issues exist. For example, the stakeholder representatives may accept the product and/or service as final only if specific issues are addressed. Identify these specific issues along with plans for resolution.

Open issues may include issues for any "no" responses in the Final Product and/or Service Acceptance Checklist and the Project Artifacts Checklist sections. In contrast, this closeout scenario means the project can not be closed until these open issues are addressed. For example, the stakeholder representatives may not accept that the product and/or service as final (as evidence by one or more "no" responses) unless specific issues are tracked to closure. The project closeout process would then be reinitiated to ensure all issues have been addressed and managed to closure. Identify the specific issues along with plans for resolution.

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